

Service Area Plan

Department of Human Resource Management

Personnel Development Services (70409)

Service Area Background Information

Service Area Description

This statutorily mandated unit is responsible for administering a comprehensive and integrated statewide program of employee training and management development for the Commonwealth's workforce. It provides both Open Enrollment and customized in-house courses to all state agencies. It also provides organizational development consulting to state agencies, and maintains the state-approved vendor pricing agreement for soft-skills classes (both instructor-led and technologically-delivered). The unit manages three statewide programs: the Virginia Certified Manager's Program (VaCPM), the Managing Virginia Program (MVP), and the Human Resource Institute (HRI). This unit is also responsible for the site administration of the DHRM Knowledge Center – the statewide learning management system.

Associated outcomes include the training of a better-prepared workforce and managerial staff for the Commonwealth.

Service Area Alignment to Missio

Personnel Development Services (PDS) is an integral component of human resource management, it specifically ties into all primary goals of the Department of Human Resource Management (DHRM):

DHRM Goal 1: Provide statewide leadership in all areas of human resource management and address continuously changing management needs of state agencies throughout the Commonwealth

PDS Goal: Implement and maintain The Managing Virginia Program (MVP)

PDS Goal: Expand the Virginia Certified Public Manager (VaCPM) Program

PDS Goal: Expand delivery of cost-effective training opportunities to employees statewide.

PDS Goal: Maintain statewide Human Resource Institute (HRI)

PDS Goal: Develop HRI alumni associations

PDS Goal: Fully utilize the statewide learning management system (LMS) – the Meridian Knowledge Center.

DHRM Goal 2: Create technologically advanced systems and efficient infrastructure capabilities to enable timely delivery of accurate and consistent employment information throughout the Commonwealth.

PDS Goal: Expand delivery of cost-effective training opportunities to employees statewide.

PDS Goal: Fully utilize the statewide learning management system (LMS) – the Meridian Knowledge Center.

DHRM Goal 3: Develop and implement a professional, statewide workforce-planning program to accurately forecast human resource trends and needs throughout the Commonwealth.

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PDS Goal: Expand the Virginia Certified Public Manager (VaCPM) Program

PDS Goal: Expand delivery of cost-effective training opportunities to employees statewide.

PDS Goal: Maintain statewide Human Resource Institute

PDS Goal: Fully utilize the statewide learning management system (LMS) – the Meridian Knowledge Center.

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Service Area Statutory Authority

The Code of Virginia mandates that the Department of Human Resource Management (DHRM) establish and administer a comprehensive and integrated program of employee training and management development. The Virginia Administrative Code directs DHRM to plan, conduct, and coordinate a comprehensive program of employee training and management development to meet the needs of the Commonwealth's work force.

Code of Virginia at 2.2-1201 (8):

The Department shall have the following duties:

8. Establish and administer a comprehensive and integrated program of employee training and management development.

Virginia Administrative Code:

VAC AGENCY NO. 55

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

AGENCY SUMMARY

The Department of Human Resource Management establishes and maintains a human resource management program to attract and retain a qualified work force for the Commonwealth in accordance with the Virginia Personnel Act. . . . It plans, conducts, and coordinates a comprehensive program of employee training and management development to meet the needs of the Commonwealth's work force.

Service Area Customer Base

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Service Area Products and Service

- Classes – Open Enrollment and In-house – PDS offers classes via Open Enrollment to all state agencies (other government entities and the private sector may also attend some of the classes). All DHRM Office Areas give Open Enrollment classes.
For FY 2005, DHRM offered a total of 171 sessions (both Open Enrollment and In-House), and trained 2,549 individuals.
Of that PDS held 59 Open Enrollment classes, training 535 individuals; and 41 In-house classes training 935 individuals.
The average overall evaluation result was 5.44 on a scale of 6
- Conferences/Symposiums
 - 2002 State Training Conference – May 10, 2002 – 98 attendees
 - 2002 HR Symposium – December 19, 2002 – 134 attendees
 - 2003 Legislative Update – April 21, 2003 – 151 attendees
 - 2003 HR Conference – December 3-4, 2003 – 299 attendees
 - 2004 HR Leadership Conference – December 8-10, 2004 – 466 attendees
- Certified Public Manager Program
The Virginia Certified Public Manager Program (VaCPM) is a broad-based management development program, providing public professionals with training to maximize the effectiveness of government organizations. As a part of a national consortium, this certificate program offers practitioner-oriented course work that builds upon management training programs offered through agencies, colleges, and universities. This curriculum uses the foundation of theory and applies it to practical problems facing the participant, their agency/department, and the Commonwealth. At the completion of each program level, participants have developed practical applications relevant to advancing the mission and objectives of their organizations. Those who complete the program will earn the national designation of Certified Public Manager.
 - Received National Accreditation – April 2003
 - Orientations held - 11/1/01; 6/27/02, 3/24/03, 04/29/05, and 05/10/05 (Bristol, VA)
 - First graduating class, April 16, 2004 – 17 graduates – next graduation is scheduled for December 2005.
 - 32 others enrolled in the program, 28 are active.
- Managing Virginia Program (MVP)
The Managing Virginia Program (MVP) is an initiative by the Commonwealth to provide comprehensive management and leadership training to all state supervisors and managers. The program provides a standard curriculum and philosophy that will be consistent throughout state government. The MVP, unlike other programs, is of no direct cost to agencies and is available to all supervisors and managers.
 - Work began in 2004 for a statewide supervisory/management curriculum
 - We are working with the State Training and Development Council
 - Today, 75 individuals from 42 agencies are participating in development of the MVP
 - The curriculum has been determined, individual courses are now being developed
 - A draft Executive Order has been completed
 - In 2005 PDS will begin offering the courses through Open Enrollment, and begin developing the programs to be taken via the web.
 - Policy change and submission of an Executive Order request will be made in 2005

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Service Area Products and Service

- Human Resource Institute
The purpose of the HRI is to provide all Human Resource professionals within the Commonwealth of Virginia, and other government entities with a vehicle through which they might enhance their professional knowledge, skills and abilities. This institute also serves as a means of both career development and career advancement.
 - ☐30 applicants to date
- Statewide LMS
 - ☐DHRM Knowledge Center (Meridian KC) was available in April, 2005
 - ☐PDS has held introductory sessions for all units.
 - ☐Classes are being developed and loaded.
 - ☐PDS has the DHRM site administrator.
- Statewide Training Metrics
 - ☐As of July 2005, the metrics report will be automated, and collected online via HuRMan.
 - ☐For FY2006, agencies will enter data quarterly.
 - ☐In FY2006 the Meridian KC will interface with the HuRMan training metrics form.
- Emergency Evacuation Training for the entire Capitol Complex, partnering with OWC and DGS.
 - ☐Completion of Emergency Evacuation training for:
 - o☐Monroe Building
 - o☐8th St. Building
 - o☐9th St. Building
 - o☐Supreme Court
 - o☐Pocahontas building
 - o☐Madison Building
 - o☐Zincke Building
 - o☐Jefferson Building
 - ☐Scheduling General Assembly building in 2005
 - ☐Code Adam was added to the training in late 2004 to the training
 - ☐Contracted by SCC and DEQ to expand Emergency Evacuation Training
- Society of Human Resource Management Learning System (SHRM)
 - ☐We continue to offer two SHRM classes and two CRAM classes for review each year
 - ☐We have partnered with VDOT and broadcast these classes to other areas of the state.
- Vendor pricing agreements
 - ☐We have both an instructor-led pricing agreement, and a pricing agreement for technology-delivered soft skills training.
 - ☐12 instructor-led vendors - 39 soft skills courses available
 - ☐3 providers of web-based soft skills training, providing in excess of 200 courses
 - ☐DHRM granted \$50,000 authority for training vendor approval
- Corporate Pulse – ability to design and scan surveys
 - ☐Automated the level one PDS evaluation
 - ☐Designed CPM 360o feedback
 - ☐Design and scan the HR Conference and Symposium evaluations
- Made the MBTI instruments available online – web-based
 - ☐MBTI Instrument
 - ☐Interpretative Report for Organizations
 - ☐FIRO-B Reports
 - ☐Team Building reports

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Service Area Products and Service

- Zoomerang (online survey tool)
 - Regularly utilize the tool for statewide surveys (Conference planning, class follow up, focus groups, LMS, CPM, etc.)
 - Partnered with HRS to develop and disseminate 2 surveys – HR Reform and Recruitment
 - Developed statewide needs assessment tool

Factors Impacting Service Area Products and Services

·□ Insufficient staffing, the unit lost one FTE that was not replaced. The unit has the responsibility of managing (developing, implementing, monitoring, evaluating, revising, etc.) several major statewide programs, in addition to providing and enrollment for all Open Enrollment classes, providing customized in-house classes for agencies, serving as consultants for agencies, and having overall responsibility for the annual HR Leadership conference. This is being done with a staff of 3 Training Specialists, one Manager, one Administrative Assistant.

·□ Loss of revenue in Open Enrollment programs – since 2004 no instruction fees have been charged.

·□ Insufficient funds to support professional staff development

Anticipated Changes To Service Area Products and Service

Agencies will begin reporting quarterly training metrics through the automated HuRMan system in 07/2005. This will eventually feed into the EEO reporting system.

Agencies are increasingly requesting classes and program offerings via video conferencing. Currently we have one system that is several years old, and is located outside other agency firewalls. This capability will become increasingly important.

As retirement numbers grow, we will see an increasing number of requests for consulting on organizational development and training issues.

As the Managing Virginia Program is introduced, we will receive a great increase in the number of requests to provide these classes for state agencies.

Service Area Financial Summar

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$495,991	\$244,113	\$495,991	\$244,113
Changes To Base	\$11,453	\$13,703	\$11,453	\$13,703
SERVICE AREA TOTAL	\$507,444	\$257,816	\$507,444	\$257,816

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Service Area Objectives, Measures, and Strategies

Objective 70409.01

Increase training access and opportunities for supervisors and managers

This Objective Has The Following Measure(s):

- **Measure 70409.01.01**

Implement the Managing Virginia Program (MVP)

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: New measure, baseline to be developed in 2006

Measure Target: 9 courses developed with e-learning modules as well as instructor-led delivery by September 30, 2006

Measure Source and Calculation:

- **Measure 70409.01.02**

Partner with universities to deliver the Virginia Certified Public Manager (VaCPM)

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: New measure, baseline to be developed in 2006

Measure Target: 2 regions with university partnerships for VaCPM by June 30, 2007

Measure Source and Calculation:

- **Measure 70409.01.03**

Increase the utilization of the VaCPM program

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 32 employees enrolled in VaCPM in fiscal year 2005

Measure Target: 48 employees enrolled in VaCPM by fiscal year 2007, representing a 50% increase.

Measure Source and Calculation:

Objective 70409.02

Increase training opportunities to employees statewide

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This Objective Has The Following Measure(s):

- Measure 70409.02.01

Training customer satisfaction

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Customer satisfaction level of 4.5 on a 6 point scale

Measure Target: Customer satisfaction level of 5.0 or higher on a 6 point scale

Measure Source and Calculation:

- Measure 70409.02.02

Increase number of employees trained by DHRM

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 2,549 employees trained in fiscal year 2005

Measure Target: 2,803 employees trained, representing a 10% increase

Measure Source and Calculation:

- Measure 70409.02.03

Increase access to learning by offering more online, distant learning and partnership courses

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 1 agency partnership and 2 online courses in fiscal year 2005

Measure Target: 3 agency partnerships and 15 online courses

Measure Source and Calculation:

- Measure 70409.02.04

Provide annual statewide training report

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: Report made by September 30th each year

Measure Target: Report made by September 30, 2006

Measure Source and Calculation:

Objective 70409.03

Provide training opportunities for human resource professionals

This Objective Has The Following Measure(s):

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- **Measure 70409.03.01**

Complete development of all required Human Resource Institute (HRI) courses

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 50% of HRI courses developed as of fiscal year 2005

Measure Target: 100% of courses developed for HRI by December 31, 2007

Measure Source and Calculation:

- **Measure 70409.03.02**

Offer the Society for Human Resource Management (SHRM) learning system to HR professionals for cert

Measure Type: Outcome **Measure Frequency:** Annually

Measure Baseline: 2 SHRM courses offered in fiscal year 2005

Measure Target: 2 SHRM courses offered

Measure Source and Calculation: